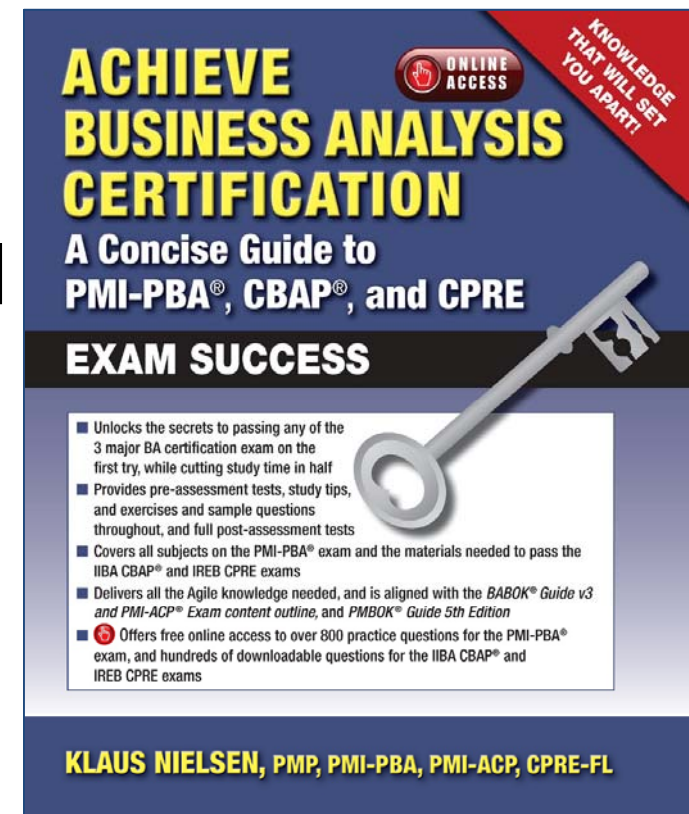# ACHIEVE BUSINESS ANALYSIS CERTIFICATION

A Concise Guide to PMI-PBA®, CBAP®, and CPRE

By Klaus Nielsen

Terms to Know

- Acceptance criteria

- Definition of *done*

- Test-driven development

- Stakeholder signoff

- Statistical quality control

- Quality management and control tools

- Group decision-making techniques

Evaluation

Business Analysis for Practitioners (2015) illustrates solution evaluation as the following steps:

- Plan for the evaluation of the solution
- Determine what to evaluate
- Establish when and how to validate solution results
- Evaluate acceptance criteria and address defects
- Facilitate the go/no-go decision
- Obtain signoff of the solution
- Evaluate the long-term performance of the solution
- Solution replacement/phase out

Mindset for Evaluation

- Evaluate early and often

- For plan-based projects the evaluation can be broken into smaller components and evaluated through the project

- Evaluate with the context of usage and value in mind

- Confirm expected values for software solutions

Validate Test Results

The business analyst needs to validate the solution's test results, reports, and other test evidence against the requirement acceptance criteria to determine whether the solution satisfies the requirements. Simply worded; does the delivered solution meet the business need?

Acceptance Criteria

S.M.A.R.T.

P.L.U.M.E.
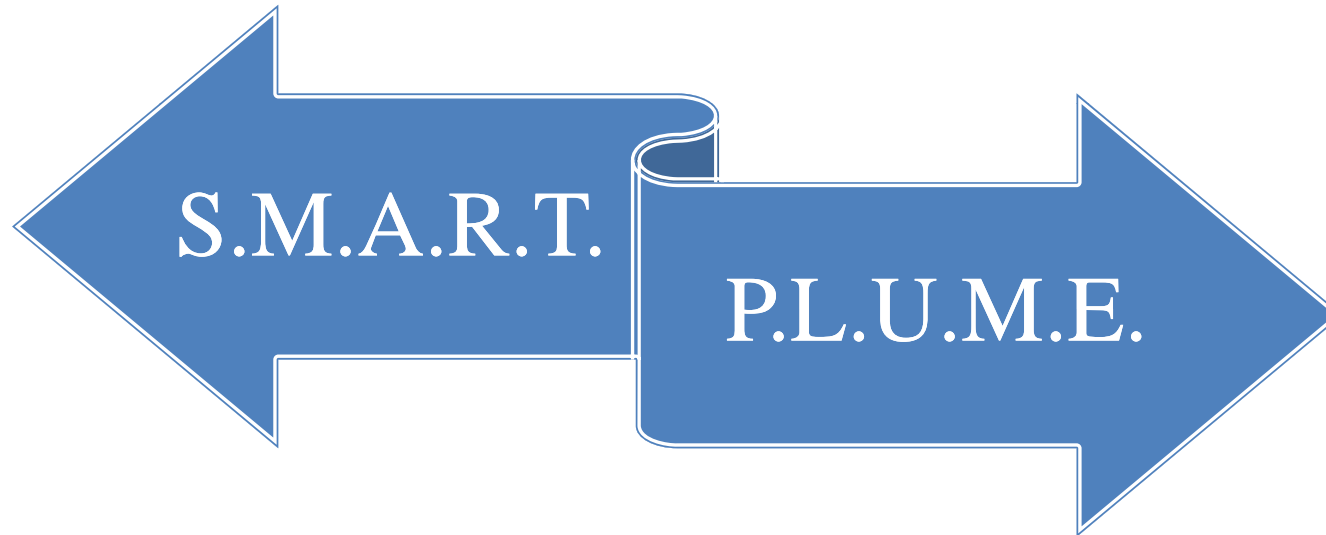
Analyze Solution Gaps

Besides the quality management and control tools and the statistical quality control tools, the following techniques are helpful in analyzing solution gaps:

- Root cause analysis (the 5 Whys)
- Forced field analysis
- Nominal group technique
- Inspections, reviews, peer reviews, audits, and walkthroughs
- GAP analysis (value stream mapping)

Obtain Stakeholder Acceptance of the Solution

During the evaluation domain, the business analyst must seek to obtain stakeholder signoff on the developed solution by using decision-making techniques in order to proceed with the development.

Evaluate Solution Results

When evaluating the deployed solution using valuation techniques, three types are available:

- Realistic
- Perceived
- Normative

Knowledge and Skills

- Lesson learned and retrospectives

- Validation tools and techniques

- Valuation tools and techniques

- Verification tools and techniques

Lessons Learned

PMI defines lessons learned as "the knowledge gained during a project that shows how project events were addressed or should be addressed in the future with the purpose of improving future performance".

The lesson learned may contain:

- Causes of issues
- Corrective actions
- Experience and advice
- Organizational and continuous improvements

- Learning
- Capture actual data
- Team building
- Root cause analyses
- Historical documents for other project uses, such as an activity list

The lesson learned will be saved in the lesson learned knowledge base, which is "a store of historical information and lesson learned about both the outcomes of previous project selection decisions and previous project performances."

Exercises

Complete and discuss the posttest at the end of Chapter 9

Complete Exercise 9.5–matching keywords and definitions

Questions?

Thank You

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